

S E C R E T NOFORN STIPPLED UNITED STATES GOVERNMENT
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memorandum

DATE: 7 August 90

SG1J

REPLY TO
ATTN OF:

CPT, DIA, DT-S

SUBJECT: After Action Report Operation [REDACTED]

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TO: COL JOHNSON, HQDA

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1. (S/NF/STD) There were many lessons learned during operation [REDACTED] and I think that everyone involved benefited from the experience. Some of the advantages/successes of this operation are as follows:

a. Direct Feedback. Daily feedback on operations was excellent.

b. Customer was able to see, first hand, what we were able to do well and what our limitations were. [REDACTED] also got a feeling for our method of operation.

c. Billeting was outstanding! Due to heavier than normal working requirements, viewers were more likely to get "burned out". Daily rejuvenation at the beach and a nice hotel room prevented total burnout of energies.

d. Site visits. Being able to get a tour of a hydrofoil and of a Coast Guard vessel was both interesting and informative.

e. Tasking. Tasking was handled extremely well. [REDACTED] took the time to understand how we worked and what our strengths and weaknesses were. He did an outstanding job as liaison officer from managing tasking to coordinating with JTF-4. He also went over and above what was required to learn our individual methods of working and what our administrative requirements were to get the best results possible on every tasking.

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2. (S/NF/STD) Some of the disadvantages/difficulties are as follows:

a. Working conditions could have been better. There were not enough rooms and the rooms we had were not conducive to viewing. Viewers were subjected to constant interruptions by noise, people, and telephones. These constant interruptions during sessions detracted from performance.

b. Liaison officer should have had a better background knowledge of project and viewers prior to the operation.

c. See additional after action report attached.

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3. (S/NF/STD) There were many variables in this operational environment that affected my performance. However, I feel that I learned from every one. I finished my CRV training prior to the operation. This training was held daily, with a monitor (my trainer [REDACTED], in a dimly lit room with no interruptions. In Key West, we had to work wherever we could with many interruptions. I learned that I did not need such isolated and protected conditions as at Ft. Meade in order to work (it would have been optimal), but it did affect performance. I had to "peel myself off the ceiling" when a phone rang loudly in the middle of a sessions; my concentration shifted when people walked in and around the room while I was viewing; I managed to work with the lights on and noise, but had problems when other people in the room talked to me about other topics while I was viewing. Being used to monitored sessions, I worked some of my first solo sessions during this operation and tried new techniques that worked for me, to get the information flowing easier. I learned a lot from this operation and feel that it was definitely a good experience.

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4. (S/NF/STD) This operational concept should definitely be pursued in the future. If JTF-4 has a time period of heavy activity and they need an immediate response on tasking, another team of viewers should be sent down. By working that closely with the customer, we are better able to see what their requirements are and how we can best meet their needs. However, the average number of projects a day per viewer should be considered when planning a future operation. If there is a high level of activity, more than three viewers may have to be sent in order to prevent burnout and still fulfill mission requirements. In the meantime, we could be working on some of their long-term projects here, describing fixed targets, training to improve on search, and other tasking.

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5. (S/NF/STD) Overall, I feel Operation [REDACTED] was very worthwhile, a learning experience for all, and a success. We would have loved to make a major bust while we were down there, but that could still happen. We did make it evident that this phenomenon has military application and that we can provide intelligence information towards the counternarcotics effort.

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[REDACTED]
Project Officer

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